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18 February 2002

MEMORANDUM FOR NER WING COMMANDERS

FROM: NER/CC

SUBJECT: Behavior Of CAP Personnel Working With Outside Agencies

1. CAP members of the NER have performed their volunteer services in a professional manner for many years. Since our beginnings, the NER membership has participated in actual missions with the Air Force, FEMA, U.S. Customs Service, DEA, State and Municipal Emergency Management Offices, local Fire and Police Departments and other local and national agencies, carrying out their CAP assignments with skill and effectiveness. Some of this service has been working directly in the mission control centers of our customer agencies. We all can be proud of this region's performance, especially our service after September 11th.
2. Now that our country is engaged in a war against terrorism, and with the current importance of Homeland Security, CAP can shortly expect new mission assignments that will cause an increase in direct working relationships with Federal, State and local professionals. Our membership is increasing and may continue to rise with the general public's desire to participate in Homeland Security activities.
3. These new assignments will bring additional responsibilities. It is critical that our personnel understand the importance of operating with a serious and professional demeanor when working with our customers in Emergency Management control centers, at conferences and in the field. There have been occasions of unbecoming behavior by a small minority of CAP members, causing distraction at our customers' facilities and reflecting unfavorably on us all. Both our new and long time members should be reminded of the importance of properly representing the organization.
4. Commanders should sensitive not only to the appearance of members performing duties with other agencies (proper uniform wear) but also their outward behavior. The following type of CAP members should not be deployed to other agencies facilities:
 - **The Excessive Talker** — the member who goes on and on about everything but the work at hand. He or she distracts everyone around them from the mission by their inability to keep their mouth shut.
 - **The Authoritarian** — the one telling everyone how to do their job. Especially offensive when they try and give "orders" to other uniformed personnel. Impressed by their own rank.
 - **The Braggart** — the kind who always plays the hero. Makes every air or ground mission sound as dangerous as possible; appears to be reckless and irresponsible. Sends the wrong message to our customers.
 - **The Laid Back Sort** — appearing to be constantly "on break"; always joking. Sends the message that they came for a vacation, not to work. Leaves a frivolous impression and sets a bad example.

We have all seen and worked with these types of CAP members over the years. During the intervals of CAP inactivity at customer's control centers, our members would be better engaged in reviewing a MOU, drafting a mission report or some other worthwhile endeavor rather than appearing not to be part of the "team" and/or interfering with the work of others.

I would like to request that all NER Wing Commanders take necessary actions to insure that all appropriate personnel receive additional guidance so their behavior reflects credit on themselves and CAP. Remember, you have no obligation to send a member on a specific mission or to an outside agency's location if you feel that member might not behave in a way that shows CAP in the best possible light.

Rick Greenhut

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Commander